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DDA 85-0040/5

16 January 1985

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Action Items Resulting from [ ] Conference  
on 7/8 January 1985 (U)

1. During our meeting [ ] several issues were discussed that I consider to be my responsibility for action. Consequently, I have assigned the action for implementation or study to the appropriate Offices within the Directorate of Administration. This memorandum is for your information but in the event I have missed something that should be addressed by this Directorate, please let me know. (U)

2. The following actions are being taken relative to the issues discussed:

a. I have asked the Director of Personnel (D/OP) and the Director of Training and Education (D/OTE) to work together in selecting a high visibility and articulate officer who would have access to both the training and recruitment programs. This person should devote his/her time to visiting campuses, staying in touch with people in academia, and helping to bring together our recruitment mechanism and academia. This individual should help sell the Agency and the challenge that a career in CIA offers. Also, OP and OTE are working to determine how we can better the image of training provided to our employees which may help in our recruitment program.

The D/OP is looking at an assignment of a high visibility Agency officer to work with industry and our recruiters similar to the one working with academia.

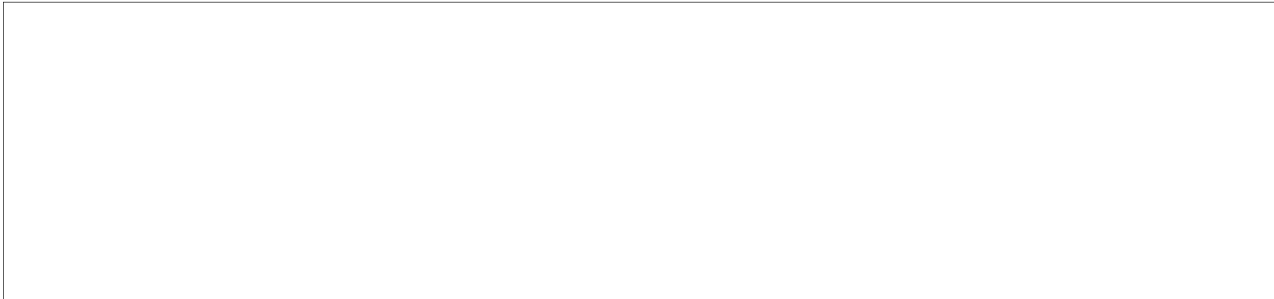
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b. At the Conference, the DDI made the statement with which we firmly agree--that the D/OTE is desperately understaffed for teaching information science. I have asked the D/OTE to give me some alternatives for staff-type personnel. It is doubtful that we can find the slots or the people to get an early solution to this problem but we may be able to use contractors or some other innovation.

c. I have asked the Chairman of the Language Development Committee and the D/OTE to establish a system by which we will pay award fees, for both maintenance and achievement of new languages, in accordance with State's award fee system. This is supposed to be applied particularly to the Directorate of Operations personnel.

d. I have notified the D/OTE that the DDO has agreed to leave students in language training for the advertised length of study. We will keep an eye on the developments of this new DO policy and work with the DDO in case this directive is being violated.



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f. I have asked the D/OP to provide to the DDI statistics on the sources of his new employees. If you will recall, I noted that there were four categories (i.e., write-in or call-in to recruiters, campus, advertising, and employee referrals) which historically produced the major portion of our new recruits.

g. I have asked the D/OP to post CIA employees' names with placement officers at universities at which they are alumni. This, of course, must be with the approval of the employee [redacted]. The idea behind this is to permit the students to contact our employees and establish a one-on-one relationship which may lead to the student's employment.

h. The D/OP has been directed to provide me with a proposal for new categories of hard-to-get personnel who should be considered for special pay. Of particular interest are people in information science.

i. The D/OP is to provide me with a proposal for paying tuition for selected individuals in graduate programs. These individuals would be legally bound to a certain period of employment by the Agency.

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j. The D/OP is to work with the D/OTE in looking at the feasibility of a "Brookings-type" seminar for Executive Officers from Fortune 500 companies. At these seminars we would emphasize our desire to recruit top-grade personnel.

k. I have directed the D/OP to provide me with a proposal for paying premium pay to lower-graded DO officers overseas to compensate them for the long hours they work without receiving overtime pay. I will ensure that any proposal will be thoroughly staffed with the DDO.

l. You will recall a complaint about the lack of a single organization to handle the installation of computer terminals. Although we are installing around 300 terminals a month, which is quite a feat in itself, I agree that we can do better organizationally in the handling of these installations. As you have been advised, I am combining the Domestic Networks Division out of the Office of Communications with the Office of Data Processing and have asked that this organization have a single point of contact for all installation of terminals and word processors.

25X1 m. In accordance with your concern to "accelerate the tempo and move it--get it done," I have asked that all Offices put greater emphasis on this mind-set. Also, I have passed along your desire to stimulate initiative and creativity.

25X1 n. I have directed [ ] to place peanuts in the bar at [ ] for John McMahon. (C)

3. If I have missed anything, please let me know and I will take action on it immediately. I will also keep you advised on the results of any of the studies relative to these action items. (U)

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Harry E. Fitzwater

cc: DDCI  
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